

# Headquarters East



## Labor-Management Partnership Council

FEB 4, 1999

TO: Director of Headquarters Operations  
FROM: HQE Labor-Management Partnership Council  
SUBJECT: LMPC Position Regarding Career-Ladder Policy --  
INFORMATION

### ISSUE

Job openings at upper grade levels require qualifications that are above those of lower graded employees. Restructuring higher graded positions into career-ladder positions, starting at a level as low as possible, would afford a way for employees to advance and contribute to the future leadership of the agency. This commitment would support the Director's initiative to develop future leaders.

### DISCUSSION

At the November 1998 Labor-Management Partnership Council, the Council requested a commitment from management to restructure vacant positions, before recruitment, as career-ladder positions. The Director, Office of Management Support stated that, as a rule rather than an exception, non-supervisory vacancies should be restructured as career ladder positions beginning at the lowest level possible. The Council recognizes management's interest that some positions require a level of expertise and that there may be no opportunity to build that expertise over time by bringing someone in at an entry or lower level. This situation would arise when, for example, a critical position becomes vacant unexpectedly and a full performance level replacement is required as soon as possible. To address this situation in advance, the Council encourages management and the Union to foster an environment conducive to mentoring between supervisor-employee and employee-employee. The Director OMS indicated that he would pursue the recommendation with the Acting Director of the Office of Public Health and the Director of Headquarters Operations, to reach agreement that any future vacant position not specifically identified as supervisory/managerial would be restructured as a career ladder position to the lowest level possible."

## POSITION

The Labor-Management Partnership Council endorses and encourages the establishment of a headquarters practice that all non-supervisory vacancies be restructured as career ladder positions beginning at the lowest level possible.

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